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MEMORANDUM

Document No 25 January 1949

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TO : ADSO

NO CHANGE in Class.

THROUGH: COPS

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FROM : TRS

Class. CHANGED TO: TS S

(c)

SUBJECT: Reorganization of the Training Staff

DDA Memo, 4 Apr 77

5/6/2

Auth: DDA REG. 77/1763

Date: 13/05/77 By: 010

17 pages

1. On 1 October 1948 I submitted a proposal for the reorganization of TRS, together with my recommendations for an increase in T/O. Col. Galloway asked that action be delayed until his successor was on the job. We are finding it increasingly difficult, however, to fulfill our training commitments because of lack of personnel; nor can we, lacking vacant positions, recruit anyone else. I am, therefore, resubmitting my request for a new T/O at this time, hoping that it will be approved in the near future. This present proposal is designed to replace the one of October 1. The chief difference in this presentation is that some positions are requested as ceiling positions to be approved for staffing at some later date when clearly needed. Ceiling positions are indicated on the final tabulation of positions requested (par. 15) by being underlined in red.

2. This proposed reorganization does not take into account any training TRS is now doing or may do for OPC. Since the extent and types of such training have not been finally determined, I have simply indicated that the Deputy for Special Projects will be responsible for liaison with OPC and for any training we may do for that Office.

3. I believe that this proposed organization, consisting of three Deputies, each with clearly defined responsibilities, is a more functional division of TRS than our present structure with one Deputy and two Division Chiefs. (See Chart #1, page 4.) Under the Deputy for Staff Intelligence Training will be placed the intelligence and investigative training of OSO staff personnel who will be primarily concerned with the direction of operations and with the collecting, reporting, and processing of intelligence and CE information. Under Covert Training will be placed all training of those who cannot, for security reasons, be trained in groups or in our overt installations. The Deputy for Special Projects will be in charge of orientation and administrative training, language training--including liaison to arrange such training whether by the [REDACTED]

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addition, certain functions--training materials, central records, etc.--are put under Special Projects for administrative direction, though they are service functions for OSO and TRS as a whole.

4. In addition to requesting permission to change the structure of TRS, we are asking for an increase in the total number of positions allotted to us and for adjustments in the classification of some positions.

5. The present organization and T/O of TRS were planned over two years ago. At that time the training task--in fact, the future development of OSO--was only dimly seen. Hence, TRS was allocated a T/O of only 23 positions and was not allowed sufficient space to carry out a developing program. The original T/O has been gradually increased to the present strength of [redacted]. The last increase was for the "Unclassified Pool." Since the "Pool" was considered a temporary expedient, the positions were made "temporary." However, you will recall that the Training Committee recommended that Basic Training be conducted physically separated from and, if possible, simultaneously with an Advanced. (It should be noted that this speeds up the entire training pattern and also cuts the size of classes by half.) Two years ago, we thought in terms of four weeks of training. Our intelligence courses alone now are ten weeks in length and are more intensive. We need more personnel primarily in order to staff out these longer and more intensive courses we now conduct and to present in the future other courses we have planned.

6. In order, therefore, to insure sufficient strength to meet current needs and anticipated demands (except for extraordinary training requests or emergencies), we are asking for a total of [redacted] positions. We believe that this strength will avoid any future need to patch up the T/O. Furthermore, several of us in TRS should be given field assignments soon. Our overall strength should, therefore, be sufficient to allow for the breaking in of replacements--usually about six months. I also feel that sooner or later we should send instructors on tours of duty to the field to train foreign and American agents close to the scene of their intended operations.

7. Higher classifications for some of the positions are requested. These are, of course, subject to the review of the appropriate classification officials. I believe that Training is one of the most important elements in our organization and that only by having adequately classified positions can we attract and hold the experienced and mature men needed to conduct the training of new and the retraining

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of old employees. The up-grading of the positions of the Chief, TRS, and of the three Deputies (to CAF-15 for the Chief and CAF-14 for the Deputies) may need justification. As the present Chief, TRS, I should like to make it plain that I am not attempting to improve my own position in requesting a CAF-15. As you know, I have frequently requested an overseas assignment and, therefore, assume that I will be replaced as Chief, TRS, long before I am eligible for promotion. My successor, however, should be an experienced field man with the highest qualifications, for whom a CAF-15 rating would be appropriate.

The Deputies will be granted a high degree of autonomy in their positions. Each will have heavy responsibilities for vital parts of our program. Each should be of sufficient ability and maturity to permit the Chief, TRS, to give only the most general, policy-level supervision to each Deputy, thus freeing the Chief for long-range planning and policy determination.

8. We have computed the number of students trained during the past fiscal year. These figures, broken down by types of training, are available if required to justify our need for reorganization and increase in T/O. During the year a total of 2411 training cases was handled by TRS. Actually, we did not instruct that number of individuals, since one man may have been counted four times if he attended, for example, Basic and Advanced Intelligence Courses, Communications [redacted] training. However, each separate course taken by a man requires administrative and instructional handling. I feel that the total number of cases is impressive, considering our space and personnel limitations. However, I do not believe that we have done the job we can and should do. Space problems have been solved. With more and better qualified personnel in TRS, I can assure you that we will show continued improvement in our performance.

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9. Office of the Chief, TRS: The Chief's office can remain small in numbers, since the detailed direction of training programs will be entrusted to the three Deputies. An Executive Officer (CAF-12) is needed instead of an Administrative Officer, as previously requested. I have found that the physical separation of training establishments--Buildings 13 and 14, two covert houses, and plans for COMMO area training--makes it imperative for me to have a strong executive either to run my office in my absence or to go on trouble-shooting assignments for me. The liquidation of CAS also makes stronger administrative support necessary.

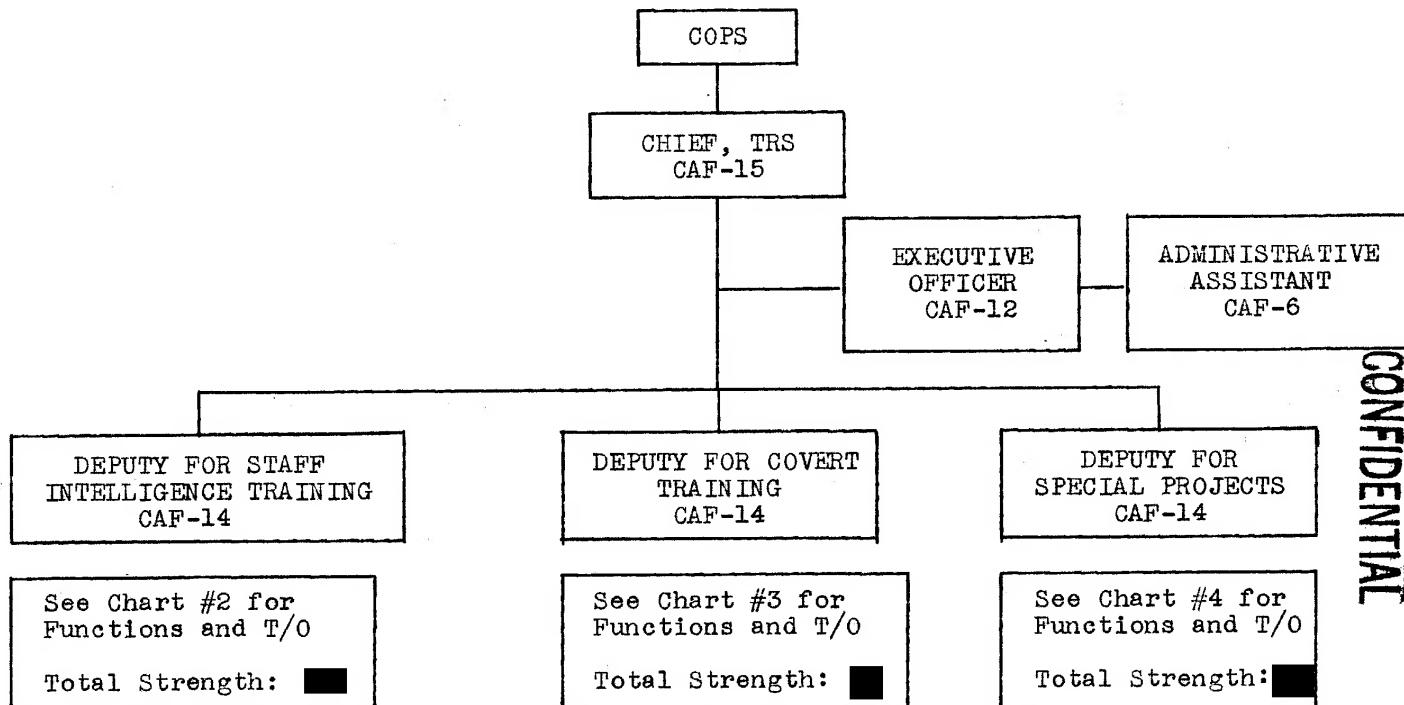
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Chart #1 (TRS)

OFFICE OF THE CHIEF, TRS



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10. THE DEPUTY FOR STAFF INTELLIGENCE TRAINING:

The responsibilities of the Deputy for Staff Intelligence Training (See Chart #2, page 6) are composed of the following:

a. The Basic Intelligence Phase, consisting of several training courses and projects, including the training of non-security cleared personnel, will be headed by a Chief, CAF-13.

b. The Advanced Intelligence Phase, which has expanded over the course of the last year, and which incorporates an increasing variety of courses, will be headed by a Chief, CAF-13.

The increase over the present strength is three positions. Two of these are CAF-13's to cover the two phases of the intelligence training program--Basic and Advanced. Thus, the Deputy for Staff Intelligence Training should have two strong men on whom he can rely for the day-to-day administration of training programs. One additional CAF-5 Clerk-Stenographer is requested to assist in the many secretarial and typing duties of this section.

11. THE DEPUTY FOR COVERT TRAINING:

The Covert Training Staff (See Chart #3, page 7) should be increased by two positions at this time on the assumption that the next year will see a marked increase in the Career Agent Program. We also assume that there will be a continuation of the training of non-career agents--including deep official personnel. It now appears that OPC will need considerable help in its covert training.

It may be, therefore, that this proposed increase will be insufficient. However, the hope is that the Staff Training load will tend to decrease as the Covert load increases, thus allowing us to shift instructors.

High grades are requested for Covert Training because only the more mature and field-experienced men should be used for this highly important, tutorial type of instruction. Each instructor is completely on his own when on a case and must, therefore, be a man of judgment and discretion.

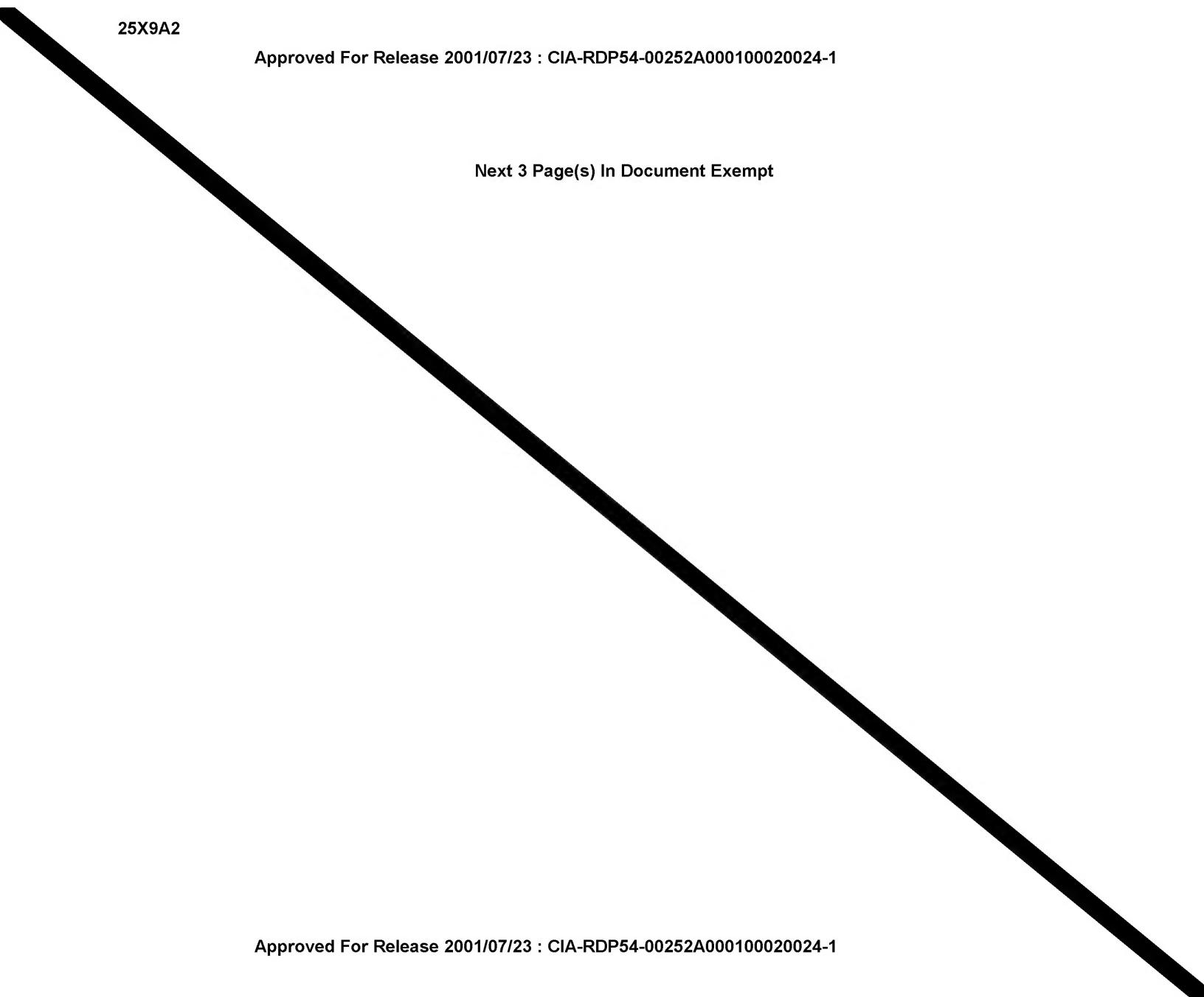
12. THE DEPUTY FOR SPECIAL PROJECTS

GENERAL

a. The Deputy for Special Projects (See Chart #4, page 8) will have two different types of responsibilities,

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namely, Instructional and Services. The Instructional responsibilities are:

- (1) Administrative Training (OPC as well)
- (2) Language [REDACTED] Training (OPC as well)
- (3) OPC Training and Liaison

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The Services responsibilities are:

- (1) Training Materials and Research
- (2) Records, Tests, and Evaluations

b. In placing a Deputy for Special Projects within the Training Staff, account is taken of the fact that war would require rapid expansion of training facilities. Special Projects can accommodate various fledging units which will be separated from Special Projects and cast into special divisions of the Training Staff if independent status is justified. Thus, the Office of the Deputy for Special Projects of the Training Staff will permit easy expansion and contraction of many auxiliary training services.

SPECIAL COURSES

c. The Training Staff is often called upon to plan and direct special training courses, some of which are given for other Government agencies. During the past year training courses have included:

(1) Visa and Security courses for the FSI of the Department of State.

(2) Demolitions [REDACTED] Course for the 25X1C Marine Corps at Camp Le Jeune.

(3) The Security Guard Course for OSO/CIA personnel of Operation [REDACTED] and 25X1A2g

(4) The Wartime Techniques Course given to the [REDACTED]

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d. Henceforth, such special courses will be directed, supervised, coordinated, and sometimes planned by the Deputy for Special Projects. Instructors for such courses, however, will be drawn from the entire Training Staff and from OSO as has been the practice in the past. There is every reason to believe that the demand for special training courses will

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increase, since intelligence personnel will be called upon to assume more complex and specialized duties because of the strained international situation.

INSTRUCTIONAL RESPONSIBILITIES

e. Administrative Training. The Training Staff has long had prepared a two weeks' Washington and Field Administrative Training Course to supplant the present one week Administrative Course. The new course has been repeatedly delayed because the Chief Instructor, Administrative Training, has also served as the Administrative Officer for the Training Staff. However, by assigning two full-time instructors to Administrative Training, it will be possible to give not only the new two weeks' course on Washington and Field Administrative Training but also to initiate the Orientation Courses for new employees.

f. The duties of the Chief Instructor, Administrative Training, will be as follows:

- (1) He will be in charge of all Orientation Courses for new employees.
- (2) He will be in charge of the:
 - (a) Washington Headquarters Administrative Procedures Course and
 - (b) Field Administrative Procedures Course.
- (3) He will be in charge of Reorientation Courses dealing with new administrative procedures and regulations.
- (4) He will be responsible for directing and scheduling tutorial training in administrative procedures as, for example, in Confidential Funds.
- (5) In addition to his responsibility for training of semi-covert employees, he will be responsible for the administrative training of covert trainees when required.



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a Research Specialist, CAF-11; a Research Assistant, CAF-9; and a Clerk-Stenographer.

j. A Training Materials and Research Section is needed in the Training Staff in order to systematize the many relevant and specialized documents and publications, including Case Studies, which have training value not only for students but also for all Intelligence Staff Officers of OSO. During the past two years, many studies have originated in the Training Staff, and other operational studies have been turned into the Training Staff by various branches. These studies need to be edited, revised, and made available to all units of TRS as well as to some branches and staffs of OSO, as well as some field installations which have training programs for American I. O.'s and/or native agents. It is a tremendous task to keep training materials up-to-date and to originate and develop training studies. But such studies pay off huge dividends because students are thus brought face-to-face with earthy reality. Research will be done by all members of the Training Staff, but the Training Materials and Research Section will see to it that:

(1) Training materials, including manuals, problems, and Case Studies are revised and kept current and consistent.

(2) Training materials are neatly arranged, prepared and mimeographed.

(3) Training materials and publications are properly distributed to all units of TRS and to relevant OSO branches and staffs so that immediate exploitation can be made of the training lessons derived from field experience.

(4) The Training Materials and Research Section will also serve as advisors and consultants to TRS Staff members conducting research on their own lectures and problems, including the special problems posed by Covert Training.

(5) This section will interview returned field men in order to make their experiences part of the growing body of knowledge concerning operational techniques.

(6) This section will carry out special studies for courses, lectures and training problems which cannot be handled by other members of the Staff.

In justification for a Training Materials and Research Section, it should be pointed out that twice as much time is usually required to prepare as to execute a training task.

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k. Records, Tests, and Evaluations. One of the important functions of TRS to OSO is the maintenance of accurate records of student achievement. What is John Doe's wartime training record? Did he go to "S" or "W" School? What are his achievements in the BITC? In the AITC? In the Administrative Courses? In the Investigative Training Course? What other instruction has he taken? What are his own opinions as to his training needs? Do instructors have serious doubts in respect to his fitness and placement?....Considerable time and thought has been given by members of the Training Staff to these important problems of student achievement, but this work has had to be done by persons who had full-time jobs on the Staff and who have been compelled to sacrifice their own work.

By the establishment of such a section, TRS will be able to centralize, coordinate, and systematize the many records, tests, and evaluations which are available and which are being developed. The Chief of the Records, Tests, and Evaluations Section would have charge of all TRS permanent files; he would set up and maintain an easy reference system; be responsible for the final form and preparation of evaluations and for the development of new objective tests of student knowledge, performance, and achievement. Under the Chief of the Section would be an Instructor, Tests and Measurements, who would assist in preparing evaluations and who would construct objective-type tests and examinations for all training courses. He would also handle the technical, professional details of problem and situational testing used in training courses. This instructor should have an M. A. degree in Educational Psychology, with a major in Tests and Measurements.

The Records Officer will record test data, maintain training folders, score objective tests, and analyze data in simple, statistical terms.

The Clerk-Stenographer will transcribe and type reports and evaluations. The File-Clerk-Courier will file and index training folders and records and will act as courier between the various training installations and offices, including COMMO, CDD [REDACTED] 25X1A

Two Junior Librarians are requested to be in charge of the two training libraries and reading rooms in Buildings 13 and 14. It should be noted that these libraries are, in fact, OSO libraries, since TRS is the official channel for all OSO requests for published books or periodicals. Language records and players are also in the charge of the librarians.

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The establishment of the Records, Tests, and Evaluations Section will make it possible for TRS to carry to completion a COPS project (activated by the Training Committee). This project involves summarizing data in respect to the training received and the training needed by all OSO employees. The completion of this study will provide the factual basis for various reorientation courses and training programs.

Another advantage in having a Records, Tests, and Evaluations Section in the Training Staff is that this section will provide facts useful in employee placement, reclassification, and advancement.

15. Summary of Positions and Grades Requested:

(See Table attached, page 15)

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